1) Given that an entry-level device in Sub-Saharan Africa costs up to 99% of the average monthly income for users, accessibility to digital learning has long remained a significant challenge in Francophone Africa. This gap hinders participation in self-paced e-learning, especially in Francophone Africa, where infrastructure is highly limited. There are three key inefficiencies that reduce accessibility in e-learning markets: language barriers, economic constraints, and limited access to technology.

Language Barriers: E-learning platforms in Africa (e.g. Coursera, LinkedIn Learning) mostly use English, which creates significant barriers for non-English speaking populations, particularly in Francophone regions. The lack of localized content and translations in multiple African/French dialects restricts access to educational resources, reducing the effectiveness of platforms. Additionally, high data costs are generated when users have to translate English content into French, further exacerbating the economic burden.

Economic Constraints: In many regions, a basic smartphone can cost up to an entire month's salary for the poorest 20% of the population (International Telecommunication Union [ITU], 2023). Additionally, mobile data costs are high, with 2GB costing up to 4.95% of monthly income, making it unaffordable for low-income individuals (GSMA, 2024). These economic barriers limit access to self-paced e-learning, because individuals cannot afford the devices or data that are necessary to engage with digital educational platforms.

Accessibility: While mobile penetration is high in Africa, internet access is still highly uneven. In rural areas, internet accessibility is highly restricted, and internet speeds are slow. In 2023, only 23% of rural residents had internet access, compared to 57% of urban residents (ITU, 2023).

2) Self-paced e-learning products have similar hygiene features—including low pricing, offering completion certificates, bite-sized course modules, and the ability to function in low-bandwidth or offline environments—that users have come to expect and are also offered by global competitors. Comparable platforms (often at a much larger scale) such as Coursera, LinkedIn Learning, and Udemy exist with established brands, content libraries, university partnerships, and robust technology systems. These features no longer distinguish any new entrants.

Porter's Five Forces: This framework shows that the hygiene factors alone are not enough for The Experts. In particular, competitive rivalry is extreme, as global platforms generally outperform The Experts in resources, brand, reach and breadth. In the African market, the threat of substitutes is high as learners have free options including YouTube, WhatsApp-initiated peer-based learning groups, MOOCs, and informal apprenticeships. Buyer power is elevated in Francophone Africa, driven by a preference for practical skills, culturally-relevant content, and employment opportunities offered by alternative providers. Supplier power is moderate. There are few African experts and content producers, so they are valuable. These forces suggest that while The Experts already offers low-data French-first content and local context, this is not a strong enough value proposition to compete with global alternatives.

Differentiating The Experts: The company should expand its in-person project partnerships with business customers in Francophone Africa, allowing learners to recreate real-life projects done at these businesses, many of which are unlikely to be replicated abroad. It should also include top performers in scholarships and internships, in order to close the learning-to-earning gap in the region, and create a platform learning map that explains learning pathways such as Real-World Projects, Resumé Building and Job Readiness, Soft Skills, and Digital Skills so that learners can visualize their learning adventure on the platform. Partnerships with leading universities in Francophone Africa would lend credibility and counter international competitors'

ties to academic institutions. Building a mentor network in a gathered community can solve the human expert shortage problem. Focusing on the customers' education that can assist them to reach out to broader opportunities of employment can be another critical factor that can differentiate The Experts with pre-existing e-learning programs.
With employer-sponsored local projects, university partnerships and well-rounded career development paths, The Experts can provide an Francophone African value proposition that would be hard to compete with.
3) To measure the success of The Experts in both learning outcomes and labor-market impact, a comprehensive framework of quantitative and qualitative KPIs is necessary. This framework should be structured around MECE (Mutually Exclusive, Collectively Exhaustive) principles, ensuring all areas of performance are effectively addressed.
1. Learning Outcomes KPIs (Education Performance)

- **Number of Sign-Ups:** Tracks the number of total learners entering the platform from ACECD centers and university partners
  Target: 100,000-150,000 sign-ups in Year 1.
- **Monthly Active Users (MAU):** Measures consistent engagement with AI tools, workshops, and project-based learning
  Target: 50% MAU rate.
- **Course Completion Rate:** Evaluates educational effectiveness through the LUM learning method
  Target: 60% completion across modules
- **AI Language Support Usage:** Quantifies how many learners rely on translation, dialect detection, and grammar check tools
  Target: 70% of learners using AI language tools weekly.

2. Labor-Market Impact KPIs (Earning & Employment Outcomes)

- **Project Submission Rate:** Measures participation in company-provided real-world projects.
  Target: 30,000+ project submissions in Year 1
- **Internship/Job Placement Rate:** Tracks transitions from Movema (learning to earning).
  Target: 25-30% of learners earning placement within 6 months
- **Employer Satisfaction Score:** Measures how companies evaluate the quality of the project/ individual's job readiness
  Target: 85% satisfaction

3. Business & Operational KPIs (Sustainability & Profitability)

- **B2B Subscription Revenue:** Measures income from companies using the talent pipeline and AI tools.
  Target: $500k-$1M in annualized revenue by Year 2.
- **CAC (Customer Acquisition Cost):** Tracks cost-effectiveness of recruiting new learners through ACECD and Whatsapp.
  Target: <$8 CAC
- **Dialect Detector AI Profitability:** Subscription sales for the AI tool.
  Target: $15 per user/month x 5,000 users in Year 1

This KPI system ensures The Experts can quantitatively track its success in expanding accessibility, strengthening learning outcomes, and accelerating employment in Francophone Africa.
4) The strategy that we came up with for addressing such a problem is the LUM Strategy. Each letter stands for Lumière—illuminating opportunities through learning and education—, Unity—uniting learners and experts in a shared ecosystem—, and Movema—creating movement from learning to earning. Through this methodology, our team believes that Kinaya Venture will successfully address the posed challenge in the target market—Francophone Africa.

GTM Strategy

1. **Cooperate With Local Facilities**
    - **Action:** Collaborate with existing public infrastructures in Francophone Africa (see Question 5 for limitations in forming such an alliance).
    - **Details:** To solve low accessibility caused by limited access to the internet and macroeconomic trends in Francophone Africa, The Experts should provide better access to AI—including secured Wi-Fi and electronic devices—within public infrastructure, including universities (International Telecommunication Union [ITU], 2023; GSMA Intelligence, 2024). Local community centers can also serve as another juncture of our platform and students to reach a larger pool of students who may not have had the opportunity to attend university, as gross tertiary university enrollment in Sub-Saharan Africa was recorded as a mere 9.4% (Gangwar & Bassett, 2021). Gathering in such communities will help solve issues regarding costly data usage when translating English (the dominant language of AI education services of direct competitors) into French, as well as the shortage of human experts who can guide several customers at once. The Experts may consider paying the experts $10 per hour (pre-tax) for a few-hours-long monthly planned visits to the infrastructure. Access to pre-existing electronic devices or B2B bulk purchase discounts of devices is another benefit of gathering. Grouping customers within the community to perform group projects will also improve soft skills. This action will function as the L—illuminating students' opportunity through education—and U—uniting students and experts in a community—of the LUM Strategy.
2. **Generate Profit Through Subscription**
    - **Action:** Charge $9 or $5 (PBT) per month for access to premium features.
    - **Details:** Without a monthly subscription, customers will still be able to attempt a two-week-long free trial. After a $9 subscription, customers will be granted access to unlimited real-world projects (see 3rd GTM Strategy for details) and dialect detecting AI Assistants (see 4th GTM Strategy for details). For the $5 subscription (targeted for the students who cannot afford $9 per month on education), students will be able to finish 1 project per month with 20 dialect-detecting AI trials for each project. Out of the $9 or $5 profit, The Experts can consider paying $3 or $1 (pre-tax) to the public-infrastructure where the student studied for easier cooperation with infrastructures.
3. **Establish Relationships With Companies**
    - **Action:** Secure relationships with companies by receiving annual subscription fees.
    - **Detail:** The Experts can raise profits through membership subscriptions to the platform and an annual subscription fee from cooperating companies, which will receive a secured relationship with talented students on the system in return for the funds.
4. **Implement Real-World Projects in the Education Course**
    - **Action:** Adapt existing projects that were carried out by the companies into the education course without informing students how the company overcame the challenge. When the students' projects are finished, use the AI assistant on our platform and the company's solution to give feedback about feasibility, accuracy, and other factors that are considered by actual businesses.
    - **Details:** Sub-Saharan Africa has been failing to produce job-ready students through university; lower than 30% of African firms provided formal training, while several reports asserted that graduates were missing skills in various criteria, especially in

science (African Union Commission [AUC] & OECD, 2024). This will provide customers with an internship-like experience that can significantly improve their ability at work. Additionally, companies may hold contests and competitions of actual projects, followed by mentoring sessions. This will be the M of LUM Strategy—Move from learning to earning.

5. **Apply AI Assistants**
    - **Action:** Apply AI assistants to check for grammar mistakes and convert local dialects into standard language.
    - **Details:** In Sub-Saharan Africa, there is not only diversity of language but also diversity of local dialects (UNESCO, 2025). Since the primary target of this project is Francophone Africa with numerous local accents, the platform should offer AI detection of dialects and suggest practice exercises for corrections. We believe that this AI assistant will increase students' opportunities for employment in a broader region with fewer restrictions that come from concerns of miscommunication due to local dialects.
6. **Commercialize Dialect Detector AI Assistant**
    - **Action:** Sell the AI assistant that detects dialects and recommends practice exercises.
    - **Details:** Francophone Africa is not only facing challenges regarding the shortage of job-ready students but also a limited formal jobs. Approximately 95% of employment in the region is classified as informal jobs (jobs that generally lack stability, job security, social security system, and legal protection) (Haan et. al, 2020). To promote the active growth of local companies, The Experts should commercialize products that assist people in speaking in the generalized language, increasing the chance of reaching out to a broader market.
    - **Ancillary Benefit:** Profits can be generated through the sale of the AI assistant. Suggested price for subscription is $15 per account/month (PBT). This model will only be allowed on B2B purchase for the growth of companies in targeted regions.
7. **Add Resume Building and Career Readiness Analyzer**
    - **Action:** The Experts should add a site for resume building and analyzing career readiness on the platform.
    - **Details:** With the projects the customer has completed, AI will generate feedback, including areas for improvement, and predict the possibility of acceptance to the targeted company.
8. **Strategic Approach to the Customers**
    - **Value Proposition:** Our platform's value lies on the offering of ultimate AI-powered, job-ready education for Francophone Africa. Direct competitors (e.g., Coursera, LinkedIn Learning, Andela, etc.) have limited localization and are English-focused. Therefore, the platform's function, that allows translation of English into French and access to human experts through gathered communities, will be where the value of the platform lies.
    - **Marketing Strategy:** Since communities in Francophone Africa are dispersed, it is important to target people through a platform that is highly used by the community. WhatsApp is a great platform for this marketing strategy since it is the most popular messaging app in Africa, with significant penetration rates (yazi, 2025). Emphasize our education platform's values stated earlier on advertisements through WhatsApp to increase brand awareness.
    - **Future Expand Plan:** We believe that after successful results in Francophone Africa, this platform will be able to expand further into Pan-Africa by collaborating with more public infrastructure in different countries.

5) Over the course of 5 years, The Experts will encounter many strategic, operational, and technological risks that could hinder its growth.

Strategic risk

- Other online learning platforms such as Coursera, LinkedIn Learning, or Udemy could appear more appealing to companies due to their established credibility in the market.
    - Mitigation: The Experts should become a program that is more Francophone Africa centric—or potentially local specific when expanding target markets—by offering tailored language options, which are often not provided by competing platforms. Its partnerships with existing organizations, such as ACECD, would not only give it an upper hand over rising regional competitors, but also build credibility and help set the standard in the Francophone African educational market. Furthermore, companies, universities, and community centers would benefit from a platform that allows them to shape talent pipelines directly, unlike global competitors that offer generic content.

Operational risk

- The refusal of companies, community centers, and universities to assist with The Experts could possibly lead to the collapse of the entire program as it relies heavily on partnerships for both operational and financial purposes.
    - Mitigation: Offering trial periods on certain services could mitigate this risk as companies, community centers, and universities would be able to witness the effectiveness and efficacy of the platform. Publishing reports could also help prove the necessity of the program. Also placing an emphasis on The Experts being a “job training” platform rather than an "entrepreneurial" platform and providing companies with AI Assistants would likely mitigate this risk as it shows companies that The Experts supports both employers and employees to grow in scale. In addition, offering measurable ROI dashboards (improvements in learner skills, project performance, job readiness) would give companies concrete incentives to collaborate.

Technological risk

- Partnerships with universities and community centers may decrease the mobility and convenient usage of the platform in the long-term operations.
    - Mitigation: Initially, The Experts could cooperate with local community centers for agents between the platform and customers, but later launch a mobile version of the platform so that mobility is no longer a constraint. Additionally, The Experts could form partnerships with telecom providers to offer subsidized/zero-rated data access, lowering the cost barrier for learners and making the platform more attractive for all partner institutions after building primary credibility in the target region.

Along with these risks, other risks like market and financial risks could be detrimental to the platform in the near future, but strategic, operational, and technological risks pose a particularly significant threat to The Experts’ growth and scalability in the near future as they are the core pillars of the program.

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